

Registration Information

ENROLLMENTS may be made by returning the registration form. Enrollment is limited and will be accepted on a first-come, first-served basis. Telephone reservations are also acceptable.

CONFIRMATION of your registration will be made within two weeks after receipt of your application. Information on seminar schedule, starting times and the like will be included.

HOTEL ACCOMMODATIONS are, of course, not included in your registration fee. However, if you desire overnight accommodations, please call Marjorie Sigler at 717-524-1513 for the names of convenient hotels and motels.

COURSE FEE: \$455 **TIME:** 9 AM-4:30 PM

COURSE FEE is payable to **University Seminars**. Fee includes luncheons and all meeting materials.

TAX DEDUCTION for all expenses of continuing management education (including registration fees, travel, meals and lodging) undertaken to maintain and improve professional skills (Treas. Reg. 1-162-5 Coughlin vs. Commissioner, 203F 2d307).

CANCELLATIONS made less than three working

days prior to the seminar are subject to a \$50 cancellation fee.

REFUNDS will not be granted after class has begun. If insufficient enrollment necessitates cancelling the course, all tuition will be refunded.

TEAM REGISTRATIONS A 10 percent discount is automatically available for your organization if you send 3 or more people. Should you desire to send your entire team, a larger discount can be easily arranged.

IN-COMPANY PRESENTATIONS are available. Please contact the Seminar Administrator for details.

For further information call: Marjorie Sigler at 717-524-1513.

Because we use multiple mailing lists there may be occasional duplications. Please circulate any additional copies you may receive.

Bucknell University is an Affirmative Action Equal Employment Institution.

We are cooperating with other universities in designing and staffing a continuing series of seminars. For information on other offerings of this seminar, please call **University Seminars** at 212/867-9528.

Please return entire panel in an envelope

Registration Form PLEASE REGISTER THE FOLLOWING:

051-145-239
HDE

Name	Title	
Name	Title	
Organization		
Address		
City	State	Zip
Company Phone	Home Phone	
☐ Payment Enclosed	☐ Purchase Order Enclosed	

DETACH AND MAIL TO: Marjorie Sigler, Department of Management, Bucknell University, Lewisburg, Pennsylvania 17837

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Bucknell University
Lewisburg, Pennsylvania 17837

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EB165

Lewisburg, PA

May 11-12, 1981
Monday &
Tuesday

How to Delegate Effectively

Learn how to:

- Free yourself to accomplish more
- Motivate and develop your people
- Increase productivity

BUCKNELL

Department of Management

Register yourself —
and a **team**
from your
company —
today.

FINALLY — A MANAGEMENT SEMINAR THAT TEACHES YOU *WHEN* TO DELEGATE, *WHAT* TO DELEGATE AND *HOW* TO DELEGATE.

Let's face it. You cannot do everything yourself. So, if you're ready to advance your career, you must know how to delegate effectively.

Delegation does not come automatically. You must learn how to do it. That's why we've developed this intensive two-day seminar. It gives you the methods, psychology, and coaching you need to delegate with confidence.

Good delegation skills are essential for effective management. The proven techniques you learn at this seminar will enable you to:

- Develop subordinates into top flight managers
- Do more in less time
- Build effective teams
- Use authority to your advantage
- Spur employee motivation
- Improve the working climate at all levels
- Keep yourself informed through effective communication channels
- Introduce changes smoothly and efficiently
- Increase bottom-line performance
- and much, much more.

Learn tested practical methods and systematic procedures for increasing your productivity and advancing your career.

Delegation is the key to effective time management, motivation, and performance on all levels.

Take the lead.

The Manufacturing Engineering Certification Institute has approved this seminar for 6 Professional Credits (per seminar day attended) toward the SME Recertification Program.

Seminar Outline

I Managing Effectively Through Delegation

- A Defining Delegation
- B Delegation vs. "Effective" Delegation
- C The Major Elements of Delegation
- D Final vs. Delegated Accountability
- E Reasons for Delegation
- F Symptoms of Poor Delegation
- G Using Time Wisely

II Establishing the Proper Organizational Climate for Effective Delegation

- A Setting a Management Style
- B Creating the Proper Atmosphere
- C Recognition and Rewards
- D Achievement-oriented People and Delegation

III Principles of Effective Delegation

- A Human Resource Responsibilities
- B What to Delegate
- C When to Delegate
- D Communicating with Delegates
- E Authority vs. Accountability vs. Responsibility

IV How to be a Good Delegatee

- A Understanding Directions
- B Setting Mutually Compatible Goals and Standards
- C Developing a Good Feedback System
- D Taking the Initiative

V How to Use Authority Effectively

- A Typical Mistakes in the Delegation of Authority
- B How to Obtain the Needed Authority
- C How to Get More Authority (if you want it)
- D How to Establish Effective Controls

VI Decision-Making and Delegation

- A Reasons for Poor Decision-Making
- B Using Effective Committees in the Decision-Making Process
- C The Role of Technical Staff
- D Specific Steps in the Decision-Making Process

VII How to Develop Good Managers Through Proper Delegation

- A Principles of Management Development Through Delegation
- B Major Requirements Necessary
- C The Levels of Participative Management: When to practice them and their relationship to delegation

VIII Evaluating Effective Delegation

- A Criteria for determining how well delegation has taken place
- B Evaluating the Results of Delegation
- C Using Evaluations to Develop Subordinates

Who Should Attend

- Presidents
- Vice Presidents
- Department Heads
- Middle Managers
- First-line Supervisors

Men and women from all types of organizations have found this seminar extremely beneficial. The program is most effective when a **team** from your company participates.

Extraordinary Response

"Very impressed with the course. Very practical. I became more aware of the total concept of managing effective delegation. I began to use the course the day I got back to the office."

William Harbour
Partner
Clough Associates
Albany, N.Y.

"Well worth the time. One of the best seminars I've attended. I've used some information from the course in letting my employees take on more responsibilities and it works."

Terry Vollick
Mechanical Supervisor
PPG Industries
Cleveland, Ohio

Faculty

Donald W. Huffmire, D.B.A., is Associate Professor in the Department of Business Administration at the University of Connecticut. He has also taught at Hartwick College and been employed in the Business Planning Department of Merrill Lynch, Pierce, Fenner & Smith, Inc. Dr. Huffmire has actively participated in management training and development programs for Brand Rex Corporation, United States Savings and Loan Institute, Cahn Engineers, Associated Spring (The Barnes Group), and the State of Connecticut's Right-to-Read Task Force.

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route to
interested
parties